

Maximizing the Mission

Brewton-Parker College Strategic Plan 2022 - 2027

LATITE HALL
President
Executive Office
Registrar
Registrar

PRESIDENT'S WELCOME

Dear BPC Family,

As we have been working diligently on *Maximizing the Mission*, our new five-year 2027 strategic plan, we have been blessed with valuable and enthusiastic input from a variety of the constituents of the BPC family. Students, faculty, staff, trustees, alumni, donors, community and business leaders, and others have channeled their ideas into our strategic plan to maximize our mission of seeing the lives of our students transformed academically and spiritually for the glory of God.

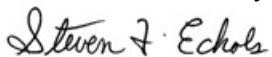
The word “strategy” is from the Greek word *strategia*, which was originally connected with the art of military leadership. In time, the word has come to be accepted more broadly as creating alignment and direction in an organization to achieve its ultimate purpose and mission. Strategic planning involves a close examination of every aspect of the institution. It asks the questions of what does it mean to accomplish our mission in the particular dimension or function of the individual areas and how does it all flow together to produce continuity and synergism.

Scripture tells us that “in abundance of counselors there is victory” (Proverbs 22: 6b). We are grateful for the wise counsel that God has sent us through our BPC constituents. At the same time, our goal has been to be humble before God. Without Him we can do nothing (John 15: 5), but with Him we can do all things (Philippians 4: 13).

Strategic planning is active and should be passionate toward a great purpose. It moves forward in boldness. God expects us to use that which He has placed at our disposal as the best possible stewards. When the motive is right, God will bless. Again, Scripture promises, “Commit your works to the Lord and your plans will be established” (Proverbs 16: 3).

As South Georgia’s only SACSCOC-accredited four-year Christian college, our challenges are enormous, but so are our opportunities. A bold plan is required! In this document, you will see that BPC is intending to move forward in faith to maximize our mission more than ever before. In following the admonition of the father of modern missions, William Carey, we expect great things from God and therefore we will attempt great things for God. Thank you for your support and prayers in this eternally important journey! We truly believe the best days of BPC are ahead for His glory!

Blessed to be on the journey with you,



Steven F. Echols, President
Brewton-Parker College



Brewton-Parker College Strategic Plan

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BREWTON-PARKER
COLLEGE

► MISSION

As a comprehensive Georgia Baptist institution, Brewton-Parker College provides liberal arts and professional programs in a learning community of shared Christian values. Through the application of biblical truth in scholarship and a co-curricular focus on character, servant leadership, and cultural engagement, the college strives to provide a transformational experience that equips the whole student for lifelong learning and service in Christ.

► VISION

Brewton-Parker College strives to honor Jesus Christ in every area of the academy.

► CORE VALUES

BIBLICALLY-CENTERED INSTITUTION: Brewton-Parker College affirms the Baptist Faith and Message 2000 statement on biblical authority and adheres to the Bible as the standard and basis for a worldview that undergirds and permeates its academic programs as well as every function of the college.

SPIRITUAL & ACADEMIC TRANSFORMATION: In seeking to develop the whole student, Brewton-Parker College endeavors to provide an opportunity for an academically and spiritually transformational experience that will honor the Lord Jesus Christ.

PRACTICAL APPLICATION: Brewton-Parker College is committed to preparing graduates for a variety of employment opportunities and for engaging a global context with a biblical worldview as ambassadors for Christ.

SERVANT LEADERSHIP: Brewton-Parker College seeks to inspire and develop servant leaders to follow the example of Jesus in self-sacrifice to others.

CHARACTERISTIC EXCELLENCE: Brewton-Parker College desires to honor Christ by striving to do all things with characteristic excellence.

STRATEGIC PLANNING OVERVIEW

Brewton-Parker College utilizes its strategic planning process to engage in ongoing, comprehensive, and integrated research-based planning and evaluation processes. In fall 2021, the college began its strategic planning process, seeking to engage with the internal and external constituents of the college and obtaining widespread input and support for the next five-year strategic plan.

The first phase of the creation strategy was the identification of the plan's areas of focus, or strategic priorities. Utilizing key components of the college's mission and core values, the cabinet chose to direct all aspects of the strategic plan towards strengthening the life of the college: the academic life, spiritual life, student life, community life, and operational life.

The cabinet then set observable and measurable goals that support the strategic initiatives based on historical data, annual satisfaction surveys completed by employees and students, and statistical forecasts. These goals were then sent to the college's board of trustees for approval.

The second phase of the creation strategy was gathering input for action items to enact in order to meet the college's goals over the next five years. The assistant provost for institutional effectiveness and research (IER) met with all employees to gather ideas and suggestions. The president's office made suggestions for members of the community input committee who later met with the president, assistant provost for IER, and the executive assistant to the president. The cabinet members met with each subcommittee of the board of trustees to gather specific ideas for their representative areas of expertise. Finally, the assistant provost for IER gathered student input through several meetings with student representatives and the student input committee.

The third phase of the creation strategy was the reduction of the list of suggested action items in order to ensure the feasibility and efficiency of the college's actions over the next five years. The cabinet reviewed every action item and decided whether it should be included in the strategic plan, completed but not listed in the strategic plan, or removed entirely. Some goals required additional research for more feasible action items, which was conducted by the president. The final listing of strategic priorities, measurable goals, and the action items was forwarded to the board of trustees for approval.

The fourth phase of the creation strategy was the development of the implementation strategy that includes sequencing and timelines, assignments of accountability, and assessment methods and metrics for effective implementation of the strategic plan.

The final strategic plan was approved by the board of trustees in July 2022 and presented to the college's constituents at the annual fall faculty and staff retreat and published on the college website for external constituents in August 2022.

STRATEGIC PRIORITIES

1

ACADEMIC LIFE

1,500 TOTAL ENROLLMENT
56% COMPLETION RATE
63% RETENTION RATE
12 NEW ACADEMIC PROGRAMS

2

SPIRITUAL LIFE

100% ONE-ON-ONE DISCIPLESHIP
75% STUDENT SPIRITUAL ENGAGEMENT RATE
100% ACADEMIC INTEGRATION RATE
100% STAFF SPIRITUAL ENGAGEMENT RATE

3

STUDENT LIFE

600 TOTAL DORM CAPACITY
85% STUDENT SATISFACTION RATE
80% STUDENT RECREATION PARTICIPATION
75% HOLISTIC STUDENT LIFE

4

COMMUNITY LIFE

50% INCREASE IN COMMUNITY-COLLEGE INTERACTIONS
4 COMMUNITY SERVICE EVENTS PER STUDENT PER YEAR
4 CULTURAL EVENTS PER STUDENT PER YEAR

5

OPERATIONAL LIFE

25% INCREASE FUNDED SCHOLARSHIPS
100% ONE-YEAR LIQUIDITY RATE
85% QUALITY OF FACILITIES RATING
85% INTERNAL COMMUNICATION ENGAGEMENT RATE



STRATEGIC PRIORITY 1

ACADEMIC LIFE

1

GOAL 1

Expand the impact of the college by increasing enrollment to 1,500 students: 625 day, 350 dual enrollment, 250 distance education, 125 commuters, 100 corrections, and 50 external.

ACTION ITEMS

- Increase academic-based marketing efforts in the local community while also expanding marketing outside of the immediate geographic region
- Seek out grant funding and other sources of aid for international students, including the feasibility of an exchange student program and partnership with an institution overseas
- Create partnerships with businesses, junior colleges, local associations, conventions, and conferences in order to grow recruitment
- Utilize faculty and staff more in external recruitment efforts and events

GOAL 2

Further academic transformation by increasing the completion rate to 56%.

ACTION ITEMS

- Increase the awareness and number of associate degrees awarded
- Restructure the athletic scholarship system to promote and reward high academic achievement
- Utilize career counseling and job placement services for students to promote degree completion
- Study the impact of class attendance on student success and consider the implications of a standard absence policy



STRATEGIC PRIORITY 1

ACADEMIC LIFE

1

GOAL 3

Support student success by increasing the fall-to-fall retention rate to 63%.

ACTION ITEMS

- Design a more personalized contact program for distance education students
- Implement additional methods for highlighting achievements in academics
- Install more collaborative learning and upgraded technology in classrooms
- Improve new student orientation to support all types of students

GOAL 4

Strengthen workforce development by adding 12 new academic programs.

ACTION ITEMS

- Conduct feasibility studies of heavily requested undergraduate programs of study, including enrollment potential, workforce application, pro forma financial statement, and missional alignment
- Obtain Level III approval from SACSCOC and conduct feasibility studies to expand master's programs and distance education program offerings
- Maintain an adequate number of full-time faculty and staff consistent with program and enrollment growth

STRATEGIC PRIORITY 2

2

SPIRITUAL LIFE

GOAL 1

Grow opportunities for spiritual engagement across the student body by offering a 100% one-on-one discipleship rate.

ACTION ITEMS

- Create a comprehensive strategy to connect students to local churches
- Increase staff involvement in student discipleship
- Create spiritual engagement sessions for distance education students
- Implement a personalized staff mentorship program for students

GOAL 2

Provide a transformational experience for students with a 75% student spiritual engagement rate.

ACTION ITEMS

- Create a systematic program to increase chapel attendance and engagement
- Increase mission opportunities for all students
- Grow Bible study and other on-campus ministries and develop students' discipleship skills through student-led services

STRATEGIC PRIORITY 2

SPIRITUAL LIFE

2

GOAL 3

Permeate the campus with spiritual engagement with a 100% academic integration rate.

ACTION ITEMS

- Facilitate biblical studies in determining God's path and purpose for students' lives in the freshman orientation course, BPC 100 *Student Success*
- Integrate spiritual engagement and missions with academic programs and in the classroom

GOAL 4

Lead by example with a 100% staff spiritual engagement rate.

ACTION ITEMS

- Develop a comprehensive strategy for incorporating staff involvement with student spiritual development
- Cultivate staff spiritual growth through employee Bible studies, local church involvement, and retreats



STRATEGIC PRIORITY 3

STUDENT LIFE

3

GOAL 1

Provide adequate facilities for the growth of the on-campus student population.

ACTION ITEMS

- Build additional housing facilities to increase the maximum capacity to 600
- Conduct a feasibility study for off-campus housing partnerships and options for upper-level students and married students
- Increase building-specific giving

GOAL 2

Display characteristic excellence by increasing the student satisfaction rate to 85%.

ACTION ITEMS

- Extend the serving hours and services offered by the campus dining provider
- Review and enhance campus safety
- Utilize new ways to communicate important student information across campus
- Designate additional common areas with refreshments for student study groups and socialization



STRATEGIC PRIORITY 3

STUDENT LIFE

3

GOAL 3

Grow students' sense of belonging and school engagement by increasing the student recreation participation rate to 80%.

ACTION ITEMS

- Provide more variety of recreational activities for students, highlighting the region's preexisting resources and weekend activities
- Increase the operational hours of the on-campus recreational activities
- Implement new ways to market upcoming student activities
- Create annual traditions with student events

GOAL 4

Support student success with a 75% holistic student life rate.

ACTION ITEMS

- Create a small group mentor program for all freshman students
- Increase awareness of the counseling and accommodation services on campus
- Develop student soft skills through work-study positions
- Promote student interaction and social engagement with a dormitory house system
- Create a Student Life Feedback Committee



STRATEGIC PRIORITY 4

COMMUNITY LIFE

4

GOAL 1

Strengthen the Christian outreach of the college by increasing the community-college interactions by 50%.

ACTION ITEMS

- Develop partnerships with local businesses to enhance academic and business interactions
- Increase the community member traffic on campus at athletic and cultural events
- Build athletic partnerships with local schools' athletic teams

GOAL 2

Promote servant leadership by requiring on-campus students to participate in 4 community service events per year.

ACTION ITEMS

- Partner with churches and community organizations who have large community service footprints to offer multiple community service opportunities for BPC students
- Provide transportation to off-campus service opportunities
- Set up a ministry service for practical Christian ministries

GOAL 3

Develop the whole student by requiring on-campus students to attend 4 cultural events per year.

ACTION ITEMS

- Host cultural and academic events on campus, inviting students and the community
- Provide transportation to off-campus and out-of-town cultural events
- Use multiple media outlets to announce and promote events to both the student body and the external community

STRATEGIC PRIORITY 5

OPERATIONAL LIFE

5

GOAL 1

Broaden student access by increasing funded scholarships by 25%.

ACTION ITEMS

- Increase interactions between donors and student recipients
- Grow Building Barons partnerships for annual support with a special emphasis on endowment scholarships with a total five-year goal of \$3,500,000 additional funds raised

GOAL 2

Promote stewardship in financial resources by reaching a 100% one-year liquidity rate.

ACTION ITEMS

- Develop cost savings strategies by thoroughly and continually reviewing non-personnel items in every area of the college with the five-year goal of identifying annual reductions equivalent to 2% total annual budget expenditures
- Conduct an extensive annual efficiency audit to determine any potential employee cost savings through benefits, outsourcing, part-time workers, or right sizing the organization
- Triple athletic auxiliary income
- Double alternative auxiliary income beyond housing and board through creation of new fundraising events, additional camp attendance, and other activities
- Increase unrestricted annual funds with the creation of new fundraising events and by tripling the current donor base
- Expand the amount of federal grants sought each year

STRATEGIC PRIORITY 5

OPERATIONAL LIFE

5

GOAL 3

Develop first-rate campus facilities with an 85% quality of facilities rating.

ACTION ITEMS

- Conduct a space utilization study of all campus facilities and design a plan to improve overall appearance and functionality
- Increase and improve academic technology and equipment to move toward more collaborative learning
- Drive technological improvements on campus with broadband completion and exploration of other technology upgrades
- Develop a plan for athletic facilities expansion and improvement, including a possible field house for athletics

GOAL 4

Strengthen the internal culture of the college with an 85% internal communication engagement rate.

ACTION ITEMS

- Implement an annual policy-revision process for all campus policies and procedures and host a semi-annual policy and process review meeting for all staff
- Enhance inter-departmental communication
- Improve departmental efficiency with the creation of training manuals and cross-training employees
- Improve ticketing request systems across campus
- Revise the onboarding process for employees

**I came that they may have life
and have it more abundantly.
John 10:10**



BREWTON-PARKER
COLLEGE

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